

AMERICAN CHAMBER OF COMMERCE OF IRAQI (AMCHAM)
The Way Ahead: An Initial Campaign Plan

26 May 2005

- Ref: (a) Charter and By-Laws of the American Chamber of Commerce of Iraq, Baghdad, Iraq, 2004 (Charter)
- (b) *Principles of American Chambers of Commerce Abroad*, Board of Directors, U.S. Chamber of Commerce, 21 March 1947, Amended 19 February 1981 (Principles)
- (c) Program Objectives & Milestones (2005)

1. Purpose. To set forth a plan for building a strong and vibrant AMCHAM chapter within the Republic of Iraq during the balance of Calendar Year 2005.

2. Background. Myriad conditions currently constrain American business opportunities and impede market entry (e.g., the security situation, delays in the formation of a Government, legal and institutional flux). At same time, these difficult conditions, themselves, provide a unique set of issues for AMCHAM to address for the benefit of its membership and America's larger mission in Iraq. Indeed, there is much that can be done to address the immediate concerns and needs of the extant American business community within Iraq, develop mutually rewarding ties with counterpart organizations (e.g. Iraqi, British), and set the conditions for future success. This document sets forth a plan for such immediate action.

3. Mission. During CY 2005, AMCHAM establishes a strong and vibrant organizational structure and active membership in order to increase American business opportunities and competitive presence within the Republic of Iraq, and to enable American business support to the development of a market economy and democratic institutions within the Republic of Iraq.

4. Organizational Purposes and Objectives. Consistent with the references, AMCHAM exists to:

a. Increase business opportunities for American firms within the Iraqi market, to include developing and passing market information, increasing market access and American competitiveness, and related advocacy;

b. Increase understanding of those opportunities within United States and American business communities abroad;

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c. Within capability, support the development of democratic institutions, a market economy, and the rule of law within Iraqi society;

d. Identify, address and advocate for the common concerns of the American business community currently in Iraq; communicate and advocate with the American Embassy, U.S. Congress, other agencies of the U.S. and Host Nation Governments, and other institutions and constituencies, as applicable;

e. Promote the highest standards of corporate citizenship, responsibility and stewardship within its membership, and in dealings with external organizations and the surrounding community;

f. Towards the aforementioned ends, work closely with the Commercial Section of the American Embassy, and forge positive, mutually beneficial relationships with other institutions and counterpart organizations, as applicable;

5. Organization. The Charter sets forth the basic organization of AMCHAM at the Executive Level as well as the various categories of membership. It is essential that all nine Executive Committee members, and seven elected officers be principally resident and doing business in Iraq. The responsibilities of the Officers adequately encompass the purposes, objectives and tasks set forth in this Plan and there is no immediate need to expand the organizational structure with standing or ad hoc committees. Rather, the five Vice Presidents are encouraged to seek the assistance of, and form action teams of AMCHAM member volunteers to accomplish priority task within their portfolio. During 2005, an AMCHAM office should be stood up with an Executive Assistant who will act on behalf of, and at the direction of the Board and Officers in conducting routine business and assigned tasks.

6. Execution

a. Concept of Operations. AMCHAM will develop a strong organization, brand identification, and program of action to achieve its stated purposes over the course of five phases:

(1) Organize Executive Leadership (Phase I). Qualified Executive Committee (EXCOM) members and Officers are installed, and an initial meeting held for the purpose of reviewing,

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revising (as necessary) and adopting this Campaign Plan. Consistent with security concerns, the EXCOM issues a press release identifying Board members and Officers, stating the purposes of AMCHAM, and soliciting membership. Priority tasks are identified and assigned to the respective Officers. Priority among these are those dealing with drafting a budget, applying for grants, depositing and management of funds, and building the General Membership.

(2) Form the General Membership and Develop Organizational Identity (Phase II). EXOM and Officers network and use all available means to solicit general members culminating in the first of monthly meetings featuring a lunch, notable speaker(s), general networking, a brief report of AMCHAM activities and progress, registration of new members and collection of dues. Member volunteers to assist the Vice-Presidents are also solicited and identified. The program of future meetings and activities is also briefed. Organizational identity and brand identification are fostered through press releases, expanding membership, interesting programs and discussions addressing membership concerns and interests.

(3) Special and On-Going Programs (Phase III). On-going areas of membership interest are incorporated into meeting formats and speaker selection, including the Ministers of the current Iraqi Government, social events and networking with counterpart organizations (e.g., Iraqi, British), and visiting dignitaries, including Members of Congress, Senators and executive branch officials. An on-going program of advocacy and outreach is begun by the EXCOM, Officers and member volunteers, to address membership concerns and organizational purposes. Long-term relationships are built. Phase III is permanent and on-going.

(4) Capital Formation and Office Staffing (Phase IV). As funds are amassed through membership dues, grants and corporate donations, a permanent AMCHAM office is opened and staffed in Baghdad and, expansion to other Iraqi cities may be contemplated, depending upon the security and other conditions. Conditions are set for long-term success in meeting AMCHAM's purposes and objectives.

b. Tasks. All EXCOM members and Officers shall perform such duties, tasks and responsibilities as set forth in the Charter. Particular priorities and additional tasks are set forth below.

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(1) EXCOM. Per the Charter, EXCOM members provide overall policy guidance, review and approve all major actions and expenditures. Importantly, they assist in networking, advocacy, and membership building to help realize the purposes of the organization.

(2) President

(a) Provide overall executive guidance and leadership to the organization;

(b) Set the agenda for action subject to policy review and guidance by the EXCOM;

(c) Serve as a visible spokesman and advocate for the organization at official events, media opportunities, and with various constituencies and external organizations; and

(d) Preside over official AMCHAM meetings.

(3) Executive Vice President

(a) Act on behalf of the President when he/she is not present;

(b) Coordinate actions and taskings of the various Vice Presidents;

(c) Oversee the permanent office and staff, once established; and

(d) Perform such other duties as the EXCOM or President may direct.

(4) Vice President/Internal

(a) Develop, produce, and maintain all forms and records pertaining to membership;

(b) Plan and execute a sustained program for membership recruitment;

(c) Develop and administer member benefits and internal communications and policies; and

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(d) Identify and address membership concerns regarding organizational policies and governance.

(5) Vice President/External

(a) Develop programs, strategies and advocacy to realize the purposes and objectives of AMCHAM in dealings with external entities;

(b) Develop effective working relationships with the Commercial Section of the American Embassy, and positive outreach to counter-part organizations within or affecting Iraq, and other public, private and non-governmental organizations as applicable. These include, for example, the U.S. Chamber of Commerce, American Business Council of the Gulf Countries, Iraqi trade and business organizations, the British Business Group and First Secretary Commercial, and others involved in building a market economy within Iraq;

(c) Develop effective liaison with visiting U.S. and other dignitaries, including Congressional Delegations (CODELs), to include AMCHAM representation at events, and including visitors (where possible) in AMCHAM meetings, discussions and social events (in coordination with the Vice President/Programs & Events);

(d) Plan, develop and execute an effective program of external communications designed to serve the purposes and objectives of AMCHAM, including but not limited to press releases, speeches, AMCHAM website, and other website postings.

(6) Vice President/Programs & Events

(a) Plan, prepare and execute a program of monthly meetings to include interesting speakers, pertinent discussion, briefing of the membership on important developments, routine business, and networking;

(b) In coordination with the Vice President/Internal notify the membership well in advance of upcoming events, meetings and programs;

(c) In coordination with the Vice President/External (VPE), develop programs such as conferences and trade expositions that will further the purposes and objectives of the organization;

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(d) In coordination with the VPE, identify trade shows and conferences within the Mid-East Region, United States and elsewhere pertinent to AMCHAM purposes and objectives and of interest to the membership, and facilitate participation in same, to include formal AMCHAM representation, where applicable.

(7) Vice President/Financial

(a) Develop financial strategies, plans and budgets to enable AMCHAM to carry out EXCOM approved programs to realize organizational purposes and objectives;

(b) Establish bank accounts and conduct financial transactions as approved by the EXCOM;

(c) Safeguard and maintain records of all AMCHAM funds and financial transactions;

(d) Issue, submit and present reports and perform such other duties and tasks as set forth in the Charter.

(8) Vice President/Administration


(a) Record and publish minutes of all official meetings;

(b) Organize and maintain all correspondence and records of AMCHAM for the conduct of business and inspection;

(c) Oversee the administration and business procedures of the permanent Office, once established.

6. Points of Contact (POC). POC for purposes of this Plan are Ward Scott, President at +1-703-343-8336, Mobile: +964-790-192-9165, E-Mail: Ward@jtsii.net; or Greg Wong, Commercial Counselor, American Embassy-Baghdad/EXCOM member at +1-914-822-5579, E-Mail, WongGM@state.gov.

Approved & adopted by the Executive Committee, 26 May 2005


President